

<b>DEPARTMENT NAME</b>	Metropolitan Action Commission
<b>DEPARTMENT MISSION</b>	The mission of the Metropolitan Action Commission is to combat poverty by providing educational, nutritional, health, home, and utilities assistance products to eligible Davidson County residents so they can improve their quality of life and their community.
<b>STRATEGIC GOALS</b>	
<b>Goal One</b>	<p><b>Community Empowerment</b> <i>(National Performance Indicator 3.2A)</i></p> <p>By the year 2008, low income people will experience increase in opportunity to be heard concerning issues in their community as evidenced by:</p> <ul style="list-style-type: none"> <li>▪ Percent increase in membership in formal community organizations, boards and councils</li> <li>• Percent increase in the number of low income people who begin and complete the process toward home ownership</li> </ul>
<b>Goal Two</b>	<p><b>Community Improvement and Revitalization</b> <i>(National Performance Indicator 2.1 C, E, H)</i></p> <p>By the year 2009, the Nashville community will experience an increase in Community Improvements as evidenced by:</p> <ul style="list-style-type: none"> <li>▪ Number of safe and affordable housing units in the community preserved or improved through rehabilitation.</li> <li>▪ Number of accessible safe and affordable childcare or child development placement opportunities for low income families created or maintained</li> <li>• Number of accessible and affordable health care services for low-income people created and maintained.</li> </ul>
<b>Goal Three</b>	<p><b>Child and Family Development</b> <i>(National Performance Indicator 6.3 Infants and Children 2, 3, 4)</i></p> <p>By the year, 2008 Nashville will experience an increase in children receiving positive early childhood experiences through the Metropolitan Action Commission capacity to achieve results as evidenced by:</p> <ul style="list-style-type: none"> <li>▪ Number of children whose health and physical development improves as a result of adequate nutrition.</li> <li>▪ Number of children who participate in pre-school activities to develop school readiness skills</li> <li>▪ Number of children who are developmentally ready to enter kindergarten</li> </ul>

## Strategic Business Plan

<b>Goal Four</b>	<p><b>Self Sufficiency</b> <i>(National Performance Indicator 1.1A and 1.2 B, C)</i></p> <p>By the year 2008 Metro Action Commission Customers will experience a decrease in barriers to initial or continuous employment as evidenced by:</p> <ul style="list-style-type: none"> <li>▪ The number of customers who complete the GED program and receive their diploma</li> <li>▪ The number of customers who make progress toward completing a post secondary education program.</li> <li>• The number of customers who are unemployed and obtained a job</li> </ul>
<b>Goal Five</b>	<p><b>Community Partnerships</b> <i>(National Performance Indicator 4.1)</i></p> <p>By the year 2009, Metro Action Commission customers will experience an agency with an enhanced capacity to achieve results as evidenced by:</p> <ul style="list-style-type: none"> <li>▪ Percent increase of partnerships established and or maintained with other public and private entities to mobilize and leverage resources to provide services to low income people</li> <li>• Percent increase of partnerships established and or maintained with other public and private entities</li> </ul>

LINES OF BUSINESS	
<b>Line of Business One- Purpose Statement</b>	<b><u>Community Empowerment:</u></b> The purpose of the Community Empowerment Line of Business is to provide poverty information, response and coordination products to poor residents and groups so they can seek solutions to improve the conditions of their community and neighborhood.
<b>LOB One-Key Results</b>	Percent of poor residents who participate in community forums Percent of poor residents who attend home ownership classes who purchase a home.
<b>Line of Business Two – Purpose Statement</b>	<b><u>Community Improvement and Revitalization:</u></b> The purpose of the Community Improvement Line of Business is to provide home repair and maintenance products and accessible service products to income eligible residents of Davidson County so they can establish or maintain independent living.
<b>LOB Two – Key Results</b>	Percent of eligible senior citizens who maintain independent living
<b>Line of Business Three – Purpose Statement</b>	<b><u>Child and Family Development:</u></b> The purpose of the Child and Family Development Line of Business is to provide school readiness, health and social services products to eligible children ages three to five so they can demonstrate proficiency in educational, nutritional, child wellness and social skills outcomes at the end of the school year.
<b>LOB Three – Key Results</b>	Percent of children who can follow three-step directions Percent of children who can identify healthy food Percent of respondents who said that the information received would help them better provide for children Percent of children who received follow-up health service within 30 days of health screenings
<b>Line of Business Four – Purpose Statement</b>	<b><u>Self Sufficiency:</u></b> The purpose of the Self Sufficiency line of business is to provide financial assistance, adult education, and health products to income eligible residents of Davidson County so they can gain or maintain employment to improve self-sufficiency.
<b>LOB Four – Key Results</b>	Percent of clients who do not return after one year Percent of individuals who increase educational levels and maintain income over 12 months Percent of eligible customers receiving needed health services

## Strategic Business Plan

<b>Line of Business Five – Purpose Statement</b>	<b><u>Community Partnership:</u></b> The purpose of the Community partnership line of business is to provide service coordination and expanded resource products to poor residents to assist them in achieving family and individual goals.
<b>LOB Five – Key Results</b>	Percentage of clients assisted by multiple agencies through a use of centralized customer intake system

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Community Empowerment line of business is to provide poverty information, response and coordination products to poor residents and groups so they can seek solutions to improve the conditions of their community and neighborhood.
<b>Program Name</b>	Community Advocacy
<b>Program Purpose Statement</b>	The purpose of the Community Advocacy program is to provide community forum products for community residents so they can provide feedback on services needed in their community.
<b>Family of Measures: Result Measure(s)</b>	Percentage of poor residents who attend community forums
<b>Family of Measures: Output Measure(s)</b>	Number of community forums provided
<b>Family of Measures: Demand Measure(s)</b>	Number of community forums demanded
	<b>Products</b> <ul style="list-style-type: none"> <li>• Poverty Data Reports</li> <li>• Community Forums (KEY)</li> <li>• Poverty Summits</li> <li>• Community Advisory Taskforce</li> <li>• Energy Roundtable</li> <li>• Community Needs Assessment</li> </ul>

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Community Empowerment line of business is to provide poverty information, response and coordination products to poor residents and groups so they can seek solutions to improve the conditions of their community and neighborhood.
<b>Program Name</b>	Home Ownership
<b>Program Purpose Statement</b>	The purpose of the Home Ownership program is to provide opportunity and resource products to low-income individuals so they can have the means to purchase a home.
<b>Family of Measures: Result Measure(s)</b>	Percentage of poor residents who attend home ownership classes who purchase a home.
<b>Family of Measures: Output Measure(s)</b>	Number of home ownership classes offered
<b>Family of Measures: Demand Measure(s)</b>	Number of home ownership classes requested.
	<b>Products</b> <ul style="list-style-type: none"> <li>• Home Ownership Classes (KEY)</li> <li>• Budget and Finance Classes</li> <li>• Community Advisory Taskforce</li> <li>• Energy Roundtable</li> <li>• Community Needs Assessment</li> </ul>

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Community Improvement and Revitalization line of business is to provide home repair and maintenance products and accessible service products to income eligible residents of Davidson County so they can establish or maintain independent living.
<b>Program Name</b>	Home Repair and Maintenance
<b>Program Purpose Statement</b>	The purpose of the Home Repair and Maintenance program is to provide minor home repair products to income eligible senior citizens so they can maintain independent living.
<b>Family of Measures: Result Measure(s)</b>	Percentage of eligible senior citizens who maintain independent living.
<b>Family of Measures: Output Measure(s)</b>	Number of homes repairs delivered.
<b>Family of Measures: Demand Measure(s)</b>	Number of home repairs demanded.
	<b>Products</b> <ul style="list-style-type: none"> <li>• Home Repairs (KEY)</li> <li>• Property Tax Payments</li> <li>• Mortgage Payments</li> </ul>

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Child and Family Development line of business is to provide school readiness, health and social services products to eligible children ages 3 to 5 so they can demonstrate proficiency in educational and social skill outcomes at the end of the year.
<b>Program Name</b>	Educational Child Development
<b>Program Purpose Statement</b>	The purpose of the Educational Child Development program is to provide readiness and life skills products to eligible children ages three to five years so they can demonstrate proficiency in educational and social skill outcomes at the end of one year. <i>Footnote: Head Start is a federal educational, health, and nutritional program serving low-income children</i>
<b>Family of Measures: Result Measure(s)</b>	Percent of children who can follow three-step directions.
<b>Family of Measures: Output Measure(s)</b>	Number of language lessons
<b>Family of Measures: Demand Measure(s)</b>	Number of language lessons demanded
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
	<b>Products</b> <ul style="list-style-type: none"> <li>• Educational and social skills lessons <ul style="list-style-type: none"> <li>▪ Critical thinking lessons</li> <li>▪ Language lessons (KEY)</li> <li>▪ Literacy lessons</li> <li>▪ Social skill lessons</li> <li>▪ Music lessons</li> <li>▪ Art lessons</li> <li>▪ Math lessons</li> <li>▪ Science lessons</li> <li>▪ Drama lessons</li> <li>▪ Physical education lessons</li> <li>▪ Personal hygiene lessons</li> </ul> </li> <li>• Assessments <ul style="list-style-type: none"> <li>▪ Developmental assessments</li> <li>▪ Skill assessments</li> </ul> </li> <li>• Individualized instruction plans</li> <li>• Classroom resources</li> <li>• Play sessions</li> </ul>



PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Child and Family Development line of business is to provide school readiness, health and social services products to eligible children ages 3 to 5 so they can demonstrate proficiency in educational and social skill outcomes at the end of the year.
<b>Program Name</b>	Nutrition Services
<b>Program Purpose Statement</b>	The purpose of the Nutrition Services program is to provide individualized assessment, meal planning, educational and wellness products to children enrolled in Head Start and their families so they can make food choices that benefit them and facilitate healthy lifestyles.
<b>Family of Measures: Result Measure(s)</b>	Percent of children who can identify healthy food  *This can be measured by a 24-hour recall along with computer-generated programs that are age appropriate and the 5-A Day Program. Currently we use recall, teacher identification, and will supply a standardized assessment of 1 to 10 items.
<b>Family of Measures: Output Measure(s)</b>	Number of nutrition lessons taught.
<b>Family of Measures: Demand Measure(s)</b>	Number of nutrition lessons demanded
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
	<b>Products</b> <ul style="list-style-type: none"> <li>• Nutritional lessons (KEY)</li> <li>• Cultural diverse meal plans</li> <li>• Individualized nutrition plans</li> <li>• Nutritional training sessions</li> <li>• Nutritional counseling sessions</li> <li>• Meals <ul style="list-style-type: none"> <li>▪ Breakfasts</li> <li>▪ Lunches</li> </ul> </li> <li>• Snacks</li> <li>• Nutrition assessments</li> <li>• Nutritional needs assessments</li> </ul>

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Child and Family Development line of business is to provide school readiness, health and social services products to eligible children ages 3 to 5 so they can demonstrate proficiency in educational and social skill outcomes at the end of the year.
<b>Program Name</b>	Families and Communities as Partners
<b>Program Purpose Statement</b>	The purpose of the Families and Communities as Partners program is to provide training, educational, and resource products to eligible families and caregivers so they can better provide for children.
<b>Family of Measures: Result Measure(s)</b>	Percent of respondents who said that the information received would help them better provide for children.
<b>Family of Measures: Output Measure(s)</b>	Number of training workshops provided
<b>Family of Measures: Demand Measure(s)</b>	Number of training workshops demanded
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
	<b>Products</b> <ul style="list-style-type: none"> <li>• Before/after care classes</li> <li>• Parent workshop materials</li> <li>• Educator workshop materials</li> <li>• Clothes referrals</li> <li>• Head Start eligibility determinations</li> <li>• Home visits/assessments</li> <li>• Training workshops (KEY)</li> <li>• Parent field trips</li> <li>• Family partnership agreements</li> </ul>

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Child and Family Development line of business is to provide school readiness, health and social services products to eligible children ages 3 to 5 so they can demonstrate proficiency in educational and social skill outcomes at the end of the year.
<b>Program Name</b>	Child Health and Wellness
<b>Program Purpose Statement</b>	The purpose of the Child Health and Wellness program is to provide disability services, health and mental health products to children enrolled in Head Start so they can experience a reduction in learning barriers and health problems to enable them to fully participate in school.
<b>Family of Measures: Result Measure(s)</b>	Percent of children who received follow-up health services within 30 days of health screenings.
<b>Family of Measures: Output Measure(s)</b>	1485 health screenings provided with 20% health services delivered
<b>Family of Measures: Demand Measure(s)</b>	1485 health screenings anticipated with health services anticipated
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
	<b>Products</b> <ul style="list-style-type: none"> <li>• Health screenings (KEY) <ul style="list-style-type: none"> <li>▪ Language</li> <li>▪ Hearing</li> <li>▪ Dental</li> <li>▪ Speech</li> <li>▪ Vision</li> </ul> </li> <li>• Health Services</li> <li>• Disability referrals</li> <li>• Mental health referrals</li> <li>• Referrals for health services</li> <li>• Daily health assessments</li> <li>• Individualized educational plans</li> <li>• Doctor appointments</li> <li>• Dental appointments</li> <li>• Health treatments</li> <li>• Dental treatments</li> </ul>

PROGRAM		
<b>Line of Business Purpose Statement</b>	The purpose of the Self-Sufficiency line of business is to provide financial assistance, adult education, and health products to income eligible residents of Davidson County so they can maintain independent living and improve self-sufficiency.	
<b>Program Name</b>	Low-Income Home Energy and Emergency Assistance Program	
<b>Program Purpose Statement</b>	The purpose of the Low-Income Home Energy and Emergency Assistance Program is to provide household counseling and financial assistance products to income eligible households of Davidson County so they can maintain independent living and improve self-sufficiency.	
<b>Family of Measures: Result Measure(s)</b>	Percentage of clients who do not return after 1 year.	
<b>Family of Measures: Output Measure(s)</b>	Number of homeless utility deposits provided.	
<b>Family of Measures: Demand Measure(s)</b>	Number of homeless utility deposits requested.	
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>		
	<b>Products</b> <ul style="list-style-type: none"> <li>• Telephone bills payments</li> <li>• Property tax payments</li> <li>• Household counseling</li> <li>• Rent payments</li> <li>• Electric bill payments</li> <li>• Gas bill payments</li> <li>• Air conditioners</li> <li>• Home repairs</li> </ul>	<ul style="list-style-type: none"> <li>• Utility payments</li> <li>• Eligibility determinations</li> <li>• Homeless utility deposits (key)</li> <li>• Mortgage payments</li> <li>• Propane purchases</li> <li>• Fans</li> <li>• Water bill payments</li> <li>• Kerosene purchases</li> <li>• Community service referrals</li> </ul>

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Self-Sufficiency line of business is to provide financial assistance, adult education, and health products to income eligible residents of Davidson County so they can maintain independent living and improve self-sufficiency.
<b>Program Name</b>	Adult Education, Career Development and Support
<b>Program Purpose Statement</b>	The purpose of the Adult Education, Career Development, and Support Program is to provide General Equivalency Degree, job readiness, and college preparation products to economically and educationally disadvantaged individuals of Davidson County so they can increase their household income and education levels.
<b>Family of Measures: Result Measure(s)</b>	Percent of individuals who increase educational levels and maintain income over 12 months.
<b>Family of Measures: Output Measure(s)</b>	Number of individual education and employment plans developed.
<b>Family of Measures: Demand Measure(s)</b>	Number of individual education and employment plans anticipated.
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
	<p><b>Products</b></p> <ul style="list-style-type: none"> <li>• General Equivalency Degree classes</li> <li>• College visits</li> <li>• Job Training classes</li> <li>• Computer classes</li> <li>• Scholarships and grants</li> <li>• Individual Education and Employment Plans (KEY)</li> <li>• Student follow up contacts</li> <li>• Educational testings</li> <li>• Adult education and employment referrals</li> <li>• Classroom materials</li> <li>• Work uniforms</li> <li>• Stipends (attendance)</li> <li>• Adult home visits</li> <li>• Pre-American College Test and American College Test (ACT) classes</li> <li>• Adult Basic Education Classes</li> <li>• Self sufficiency graduation ceremonies</li> <li>• Adult education certificates</li> <li>• Job fairs</li> <li>• Counseling sessions</li> <li>• Work experiences</li> <li>• Transportation trips</li> <li>• MTA transit passes</li> <li>• Auto repairs</li> <li>• Gas stipends</li> </ul>

<b>PROGRAM</b>	
<b>Line of Business Purpose Statement</b>	The purpose of the Self-Sufficiency line of business is to provide financial assistance, adult education, and health products to income eligible residents of Davidson County so they can maintain independent living and improve self-sufficiency.
<b>Program Name</b>	Health Improvement
<b>Program Purpose Statement</b>	The purpose of the Health Improvement Program is to provide dental, mental, and vision products for income eligible residents of Davidson County who are 17 years or older so they can receive basic health services to fulfill their medical needs.
<b>Family of Measures: Result Measure(s)</b>	Percent of eligible customers receiving needed health services.
<b>Family of Measures: Output Measure(s)</b>	Number of prescriptions purchased.
<b>Family of Measures: Demand Measure(s)</b>	Number of prescriptions anticipated.
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
	<b>Products</b> <ul style="list-style-type: none"> <li>• Dental repairs</li> <li>• Prescriptions (KEY)</li> <li>• Eyeglasses</li> <li>• Hearing aid repairs</li> <li>• Hearing aid replacements</li> <li>• Vision screenings</li> <li>• Eye exams</li> </ul>

PROGRAM	
<b>Line of Business Purpose Statement</b>	The purpose of the Community Partnership line of business is to provide service coordination and expanded resource products to poor residents to assist them in achieving family and individual goals.
<b>Program Name</b>	Service Coordination
<b>Program Purpose Statement</b>	The purpose of the Service Coordination program is to provide comprehensive case management products to customers so they can achieve family and individual goals.
<b>Family of Measures: Result Measure(s)</b>	Percentage of clients assisted by multiple agencies through use of a centralized customer intake system.
<b>Family of Measures: Output Measure(s)</b>	Number of referrals made.
<b>Family of Measures: Demand Measure(s)</b>	Number of referrals requested.
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
	<b>Products</b> <ul style="list-style-type: none"> <li>• Referrals (KEY)</li> <li>• Intake Forms</li> <li>• News releases</li> <li>• Media advisories</li> <li>• Public service announcements</li> <li>• Internet postings</li> <li>• Agency brochures/fact sheets</li> <li>• Public service videos</li> <li>• Community events</li> <li>• Training sessions</li> </ul>